MIT Advanced Business Resiliency Course
Agenda - June 24 – 28, 2024

Monday June 24		Tuesday June 25		Wednesday June 26		Thursday June 27		Friday June 28	
Welcome, Introductions, Course Information (9:00 – 10:00)	Richard Larson, Steve Goldman, Sandra Galletti, *MIT*	Deep Dive into BR Program Metrics, Benchmarks, and ISO-22301 (8:00 – 10:00)	Don Byrne, *Metrix 411*	Business Resilience and Artificial Intelligence: Advantages and Adversities (8:00 – 10:00)	Donna Speckhard *Fannie Mae* Vernon Williams *Rational Risk*	Building a Robust Third-Party Resilience Program (8:00 – 10:00)	Dianne Stephens, *Globe Life* Ashleigh Allison, *Noridian*	Presentation of Student Projects (8:00 – 10:00)	Student Project Teams
Break 10:00 – 10:15 AM									
ICS / CM / BR Organizations (10:15 – 11:30)	Steve Goldman	Business Impact Analysis: Its Use and Abuse (10:15 – 12:15)	Barney Pelant, *Pelant Associates*	Ransomware Trends and Lessons Learned from 2023 (10:15 – 12:15)	Jason Buffington, *Veeam Corp.*	Drills & Exercises – Best Practices (10:15 – 12:15)	Steve Goldman, Sandra Galletti, *MIT*	Presentation of Student Projects (continued) (10:15 – 12:15)	Student Project Teams
Student Projects (11:30 – 12:15)	Steve Goldman, Sandra Galletti								
LUNCH 12:15 – 1:00 PM									
A Global View of Business Resiliency (1:00 – 3:00)	Erika Andresen, *EaaS Consulting*	Psychological First Aid for Victims and Responders (1:00 – 3:00)	Dr. Sara Gilman, *Coherence Associates*	Executive Cyber Security Exercise (1:00 – 3:00)	Mike Barcomb, Chris Wilkes, *SANS Institute*	Software Tools and Notification Systems (1:00 – 3:00)	Ashley Goosman, *Liberty Mutual* Michelle Bridges, *Cisco Systems*	Issues and Current Trends (1:00 – 3:00)	Class
Break 3:00 – 3:15 PM									
Open Discussion of Student Issues (3:15 – 4:45)	Class	WTF (Work The Field) (3:15 – 5:15)	Margaret Millett, *formerly UBER*	Actual Crisis Responses: Good, Bad, Ugly (3:15 – 5:00)	Steve Goldman *MIT*	Connecting the Dots: Integrating Op Resilience (3:15 – 5:00)	Nate Bridges, *LPL Financial* Vu Cap, *Sumitomo Mitsui Banking Corp.*	Course Review, Final Thoughts, Adjourn (3:15 – 4:00)	Richard Larson, Steve Goldman, Sandra Galletti
Work on Student Projects (4:45 – 5:30)	Student Project Teams	Work on Student Projects (5:15 – 5:30)	Student Project Teams	Work on Student Projects (5:00 – 5:30)	Student Project Teams	Work on Student Projects (5:00 – 5:30)	Student Project Teams		

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Topic: Actual Crisis Responses: Good, Bad, Ugly	Presenter:	Steve Goldman *MIT*

Description: Dr. Steve Goldman will examine responses to several crisis events – good, bad, and ugly. He will describe the causes, consequences, and lessons learned from the responses. Some videos will be shown. Dr. Steve then concludes with observations on improving your crisis management and communications efforts, so your organization does not become a negative case study in the media <u>and</u> in his future presentations.

Topic: Building a Robust Third-Party Resilience Program	Presenters:	Dianne Stephens, *Globe Life* Ashleigh Allison, *Noridian*

Description: Leading executives are now including vendor resilience as a strategic initiative. The world we live in is especially volatile right now, creating a multitude of risks across the resilience spectrum. With increased focus placed on third-party risks, it's imperative that organizations create robust third-party resilience programs. Increased transparency into their third-party providers' resilience capabilities is critical. This can be accomplished by conducting effective assessments of response and recovery capabilities. Performing due diligence in multiple risk domains, in a holistic and collaborative way across the organization provides the necessary assurance leadership is looking for. Sharing their experience from partnerships and deep dives into vital components of a building a robust third-party resilience program, Dianne and Ashleigh will provide insights into the importance of effectively collaborating with risk partners – third party, enterprise risk, technology, information security, privacy, vendor performance, and procurement. With this knowledge, students can bring awareness to help further resilience initiatives within their organizations, and more importantly, minimize the risk exposure created by third parties.

Topic: Business Impact Analysis – Its Use and Abuse	Presenter:	Barney Pelant *Barney Pelant & Associates*

Description: BIA expert Barney Pelant does a deep dive into the business impact analysis. What does a BIA actually do? How do you do one properly? How do you use its results successfully? How does it differ from a Risk Analysis? What are industry best practices? What about a BIA for your supply chain? World-class expert Barney Pelant provides answers to these plus all your questions.

Topic: Business Resilience and Artificial Intelligence - Advantages and Adversities of AI	Presenters:	Donna Speckhard, *Fannie Mae* Vernon Williams, *Rational Risk*

Description: Welcome to the realm of possibilities and dark alleyways, where artificial intelligence converges with simulation and real life. This session will emphasize the importance of understanding the role of Artificial Intelligence (AI) in risk and resilience. The Lecturers start the session with a class-participation exercise using a deepfake scenario. Then they will cover why AI is good for our profession using present case studies and examples of AI-driven successes in resilience. The Lecturers will also look at the potential risks and drawbacks of AI in the context of resilience - touching on concerns with ethics, privacy, and data security. As resilience professionals, what should we be asking – what are those critical questions and safeguards? The Lecturers will conclude discussing the emerging trends and future scenarios related to AI and resilience.

Topic: Connecting the Dots: Integrating Operational Resilience	Presenters:	Nate Bridges, *LPL Financial* Vu Cap, *Sumitomo Mitsui Banking Corp.*

Description: What is Operational Resilience? Garter describes Operational Resilience as "Initiatives that expand business continuity management programs to focus on the impacts, connecting risk appetite and tolerance levels for disruption of product or service delivery to internal and external stakeholders (such as employees, customers, citizens, and partners)." Furthermore, these initiatives include IT, Cyber, Physical, Safety, and 3rd Party risk domains.

The adoption of operational resilience practices has presented implementation challenges. In this session, Nate Bridges and Vu Cap will provide an overview of Operational Resilience and discuss their recent experiences integrating Operational Resilience with the traditional Business Continuity/DR model. They will provide recommendations to enhance your organization's enterprise resilience posture by adopting components of the Operational Resilience framework into your traditional Business Continuity, Disaster Recovery, Crisis Management and Cyber Resilience programs.

Topic: Deep Dive into BR Program Metrics, Benchmarks, and ISO 22301	Presenter:	Don Byrne *Metrix 411*

Description: Don Byrne takes slices from his previous presentation at MIT's "Crisis Management & Business Resiliency" Course and does a deep dive into these student-selected sub-topics: BR Program Metrics, Benchmarks, and ISO 22301.

Topic: Drills and Exercises Best Practices	Presenter:	Steve Goldman and Sandra Galletti *MIT*

Description: Successful business resilience and disaster/cyber recovery takes more than a plan: it requires realistic testing and validation. Do your exercises provide as close- to-real situations as possible? Are your response teams challenged properly? What do others do? How can you improve? What are industry best practices? Learn how to develop and conduct your successful drill/exercise – live and online.

Topic: Executive Cybersecurity Exercise	Presenters:	Mike Barcomb and Chris Wilkes *SANS Institute*

Description: This Executive Cyber Exercise will place participants inside a simulated cyber event to help them with what it takes to respond to a cyber incident from a strategic perspective. The simulated exercise will emphasize the importance of a well-practiced cyber crisis plan and the leadership skills required to deal with today's cyber threats. Our facilitators will use real-world experience and industry best practices to expose areas for improvement in their crisis response plans within a safe environment.

Topic: Global View of Business Resiliency: Its Important Status in the World	Presenter: Erika Andresen *EaaS Consulting*

Description: Business Resiliency exists well outside of your organization. It is a vital practice for organizations, communities, and government agencies across the country and across our world. In this informative session, you will learn about several such programs, including FEMA's Whole Community response; the US Dept of Commerce's Economic Development Administration (whose cornerstone program assists with regional economic resilience based on business continuity principles); the United Nations Office of Disaster Risk Reduction's Sendai Framework; ARISE, the United Nations' private sector alliance for bringing about compliance with the Sendai Framework; and how other countries prioritize business resilience (e.g. the UAE's National BCM Standards and Guide). When economies struggle or do not recover from repeated disasters, civil unrest follows. You are part of a niche expertise and practice that can literally save the world!

Topic: ICS / CM / BR Organizations	Presenter: Steve Goldman *MIT*

Description: There seem to be as many response organization structures as there are organizations. What do they look like? What's out there? Which is better for your organization: an ICS structure or a corporate crisis organization? Is there a difference between Planning Teams and Response Teams? Students will discuss their systems with the class as we explore the variations and perhaps what is a best fit for your organization.

Topic: Open Discussion of Student Issues	Presenter: Class

Description: Prior to the class, students will compile and submit any issues or topics that they want to discuss with the class in an open but private forum. Dr. Steve will compile and send the topics to the class prior to the Course so participants can think about how to help their colleagues and perhaps bring documents, practices, or advice. Topics could include Cloud vendors; how to talk BR to management, IT, and public relations; public/private partnerships; media training; viable workarounds during downtimes, how to quantify event impact, obtaining executive buy-in, etc. Also, during the week, we will make time to address issues as needed.

Topic: Psychological First Aid for Victims and Responders	Presenter: Dr. Sara Gilman *Coherence Associates*

Description: The title says it all. Crisis responders as well as victims may require Psychological First Aid (PFA) during and after an incident. What is PFA? When and how do you employ it? What is its impact on employees and the organization? How do you reach out? What about PTSD? How do you build and restore responders' psychological armor? How to recover. Why the aftermath matters now and for the future. PFA expert Dr. Sara Gilman leads this needed discussion.

Topic: Ransomware Trends and Lessons Learned from 2023	Presenter: Jason Buffington *VEEAM Corp.*

Description: On June 6, 2024, the third annual Ransomware Trends Report will be published, encompassing unbiased responses from 1,200 IT leaders whose organizations were victims of cyber-attacks, each of which suffered at least one successful attack in 2023. Statistics and insights to be covered include attack methodologies and impacts, effects of and to cyber-insurance and GRC policies, lessons learned and technology/strategy changes since the attacks, etc. Jason is an IT data protection expert, including as an industry analyst, former lead of Microsoft's data protection products, twenty years as a CBCP, and fellow MIT Professional Ed alum (Class of 2023).

Topic: Software Tools and Notification Systems	Presenter	Ashley Goosman, *Liberty Mutual* Michelle Bridges, *Cisco Systems*

Description: Ashley Goosman and Michelle Bridges will discuss the process and results of determining criteria, assessing products/services, contract negotiations, and selecting vendors for command center tools/software, BC program software, and notification systems. They base their lecture on their own experiences, plus surveys and discussions of practitioners who have recently gone through the process. In this private session, class members can also discuss their experiences and recommendations.

Topic: Student Projects	Presenter: Class Teams

Description: In Student Projects, students work together in small teams during the Course, study/research a topic of interest, and present team results at the end of the Course. Students will self-assemble in individual Teams based upon professional interest, personal curiosity, business area, or some other common interest. Student Project topics will then be selected by the Teams to work on during the course. Individual Team research and results will be presented to (and evaluated by) the entire class on the last day of the Course.

Student Project topic issues can consider – but are not limited to - pandemic lessons learned; pandemic preparations for the next one; business impact analyses; notification systems; business continuity vs business resiliency; risk management; exercises; cyber security; cloud vendors; selling BC to your organization; individual organization experiences; analysis of a recent event – yours or someone else's; or other topic as approved by the Course Directors. Any relevant area of our profession is acceptable.

Following the Course, if interested, a Team's Student Project can result in a published article and/or conference presentation. Dr. Steve can facilitate the publishing / presentation process.

Topic: WTF (Work The Field)	Presenter	Margaret Millett *Formerly of Uber*

Description: Margaret Millett has been a successful global business continuity planner, responder, manager, and executive for more than 30 years. She has built programs from scratch to surpass client and audit requirements for Fortune 300 companies. Margaret is well-respected in our industry. And yet, at the end of last year and with no warning, she was told by her employer that she and her team's services were no longer needed. Suddenly, unemployment became her full-time job.

Unfortunately, Margaret's experience is far from unique. Sudden job loss can occur when you are terminated or laid off, when you resign because you feel you have no choice, or when you are burned out and choose to leave. Regardless of the reason, the sudden loss of a job can be nothing short of traumatic. It is a personal and professional crisis that must be managed. Margaret will discuss the events, examine her journey, provide perspectives, and share lessons learned. Students can also share their experiences with the class.